

GUILIN TOURISM UNIVERSITY · 桂林旅游学院

LESSON 6

One product, five ways to sell

B2C 五种运作形式 · 平台/自营/混合 · 品牌与建站 · 多维度

Textbook §2.2.1, §2.2.4, §2.3.4, §2.4 · a 90-minute bilingual lesson

90 minutes

一课时

English first, Chinese support

英文在前 · 中文在后

§2.2 · B2C model

教材小节

2026 – 2027 Semester 1

2026—2027 学年第一学期

Course · 跨境电商概论 Cross-border Ecommerce

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“The same product, the same factory — what changes is who owns the goods, the brand and the traffic.”

一句话先记住：产品相同，变化的是谁拥有商品、品牌与流量。

15^{min}

Warm-up: five arrangements

案例开场：五种卖法

One earphone, five selling setups; what differs?

35^{min}

Forms & ownership

运作形式与所有权

Five B2C operating forms; platform vs self-operated vs hybrid.

20^{min}

Brand, tools, dimensions

品牌、工具与维度

SHEIN vs Shopify; tag one order on four dimensions.

20^{min}

Task and close

课堂任务与收束

Fill the role table; label five arrangements.

Every stage returns to one question: who owns the goods, the brand, the traffic and the after-sales duty?

四个环节回到同一个问题：谁拥有商品、品牌、流量与售后责任？

01

List the five B2C operating forms in §2.2.4 and give one example of each.

列出教材 §2.2.4 的五种 B2C 运作形式，并各举一例。

02

Distinguish platform, self-operated and hybrid models by goods ownership, pricing and after-sales.

按商品归属、定价与售后区分平台、自营与混合模式。

03

Use SHEIN as the contrast to explain why Shopify is a site-building service, not a brand.

以 SHEIN 为对照，解释为什么 Shopify 是建站服务而不是品牌。

04

Tag one transaction on at least four dimensions and show the tags do not conflict.

在一笔交易上贴至少四个维度的标签，并说明它们为何不冲突。

Each objective maps to §2.2.1, §2.2.4, §2.3.4 or §2.4 and to one column of the role table.

BEFORE THIS LESSON · 前置知识 (第 1—5 课)

- The ecosystem: actors, paths, B2B channels.
生态系统：主体、路径与 B2B 渠道。
- Who supplies an order and what each actor earns.
谁供货、每类主体赚什么（第 4 课）。
- Three paths and who keeps control (Lesson 5).
三条路径与控制力（第 5 课）。

You know the paths a product can take. Lesson 6 asks who owns what inside one B2C sale.

WHAT THIS LESSON DOES · 本课作用

- Separate four mixed-up dimensions of one sale.
拆开一笔交易里四个常被混用的维度。
- Sort real shops into operating forms.
把真实店铺归入运作形式。
- Stop confusing brand, channel and software.
不再混淆品牌、渠道与软件。

§2.2 turns “how it looks” into “who owns the goods, the brand and the data?”

Lesson 5 compared routes to the buyer; Lesson 6 opens one B2C sale and separates the roles inside it.

第 5 课比较通往买家的路线；第 6 课打开一笔 B2C 交易，分离其中的角色。

THE SAME PRODUCT

One earphone model

同一家工厂，同一款耳机

What changes: goods owner, brand owner, traffic source, after-sales duty, how money is earned.

- 1 Amazon 3P shop**
亚马逊第三方店铺
- 2 JD self-operated buy**
京东自营采购
- 3 SHEIN own brand**
SHEIN 自有品牌
- 4 Shopify store**
Shopify 独立站
- 5 TikTok live selling**
TikTok 直播

Identical product — five different businesses. Before quoting a price, know which role you play.

产品完全相同——五种不同的生意。报价之前，先知道自己扮演哪个角色。

Same earphone, five arrangements: what exactly is different?

The lesson gives you four questions: who owns goods, brand, traffic and after-sales duty.

本课给你四个问题：谁拥有商品、品牌、流量与售后责任。

KEY POINTS · 学习重点

- Five operating forms are ways of running, not five kinds of goods.
五种运作形式是经营方式，不是五类商品。
- Goods ownership is the clearest test of platform vs self-operated.
商品归属是判断平台与自营最清楚的检验。
- One transaction can carry several dimension tags at once.
一笔交易可同时带多个维度的标签。

COMMON DIFFICULTIES · 可能的难点

- Reciting the five forms but failing to classify a real shop.
把五种形式当清单背，遇到真实店铺却无法归类。
- Platform and self-operated both show goods and a buy button — the difference is ownership and duty.
平台与自营都有商品和购买按钮——区别在归属与责任。
- Mixing brand, channel and software: a Shopify store looks like a brand, so is Shopify one?
品牌、渠道与软件混为一谈：Shopify 建的店像品牌，Shopify 就是品牌吗？

THE ONE-LINE RULE

A shopfront is not an owner. Ask who holds the goods, the brand, the data and the duty.

DEFINITION

B2C sells goods or services to end consumers — also called online retail.

B2C 向终端消费者销售商品或服务，也称零售电商。

GLOBAL RETAIL 2022
全球零售占比

≈ **18%** of all retail

教材图 2-3: B2C 约占全球零售 18%

CHINA 2020
中国网络零售

\$1.41 tn world No.1

表 2-1: 约 1.414 万亿美元, 排名第一

CALIBRE
口径提醒

B2C not B2B

中国第一是 B2C 比较, 非美国领先的 B2B

Keep the calibres apart: 18% is a retail share; China No.1 is a B2C comparison; neither is the US-led B2B ranking.

口径要分开: 18% 是零售占比; 中国第一是 B2C 比较; 二者都不是美国领先的 B2B 排名。

1 Direct sales

直接销售

Buy or make, then sell to consumers.

自己采购或生产，直接卖给消费者。

2 Online intermediary

线上中介

Owns no goods; matches buyers and sellers for commission.

不拥有商品，撮合买卖双方赚佣金。

3 Advertising model

广告型

Free content gathers traffic; ads earn the money.

免费内容聚流量，广告赚收入。

4 Community model

社区型

A community of shared interest carries commerce.

基于共同兴趣社区做交易。

5 Live-stream model

直播型

Born in China; demo and sell in real time.

起源于中国，实时展示与销售。

The list describes how a business runs — not what it sells, and not who the buyer is.

这张清单描述“怎么经营”，不描述“卖什么”，也不描述买家是谁。

ONE SHORT-VIDEO PLATFORM

- Runs a community of interest — community model.
运营兴趣社区——社区型。
- Sells ad space — advertising model.
出售广告位——广告型。
- Hosts third-party shops — intermediary.
承载第三方店铺——中介。
- Streams live sales — live-stream model.
直播带货——直播型。

The analysis task is not to force a shop into one box.

READ IT LIKE THIS

- Identify which forms appear on the page.
识别页面上出现了哪些形式。
- Then ask which form drives the revenue.
再问哪一种形式驱动收入。
- A brand flagship may be a direct seller while its host platform earns ads and commission.
品牌旗舰店可能是直接销售者，而它所在的平台同时赚广告与佣金。

Same page, several forms, one money-maker. Name the form that pays the bills.

同一页面、多种形式、一个赚钱来源；说出付账的是哪一种。

Platform

平台 · Taobao 淘宝

Provides market space and rules; owns no goods.

提供市场空间与规则，不拥有商品。

Earns commission and ads; seller prices and ships.

Before delivery, who owns the goods? Who do you call for a refund?

Self-operated

自营 · SHEIN

Buys stock and resells; owns inventory and pricing.

买断并转售，拥有库存与定价。

Earns the margin; bears stock risk and after-sales.

Before delivery, who owns the goods? Who do you call for a refund?

Hybrid

混合 · JD · Amazon 京东·亚马逊

Runs own retail plus a third-party market.

既做自营又引入第三方。

Two income lines; duties differ by listing.

Before delivery, who owns the goods? Who do you call for a refund?

Check 检验	Platform 平台	Self-operated 自营	Hybrid 混合
Owns goods? 商品归属	No — seller does 否，卖家拥有	Yes — retailer 是，零售商拥有	Split by listing 按商品区分
Sets price? 定价	Seller 卖家	Retailer 零售商	Both lines 两者兼有
Earns 收入来源	Commission + ads 佣金+广告	Margin 差价	Commission + margin 佣金+差价
After-sales duty 售后责任	Seller 卖家	Retailer 零售商	Depends on seller 视卖家而定

Hybrid blurs duties: before a dispute, the customer may not know who the actual seller is.

混合模式模糊责任；发生纠纷前，顾客未必知道实际卖家是谁。

SHEIN 是品牌; Shopify 不是

SHEIN · BRAND + RETAILER

- Designs, sources and sells under its own brand.
设计、采购并以自有品牌销售。
- Owns positioning, pricing and customer data — DTC core.
拥有定位、定价与客户数据——DTC 的核心。
- A store built on Shopify can be a real brand. The software is not.
用 Shopify 建的店可以是真品牌，但软件本身不是。

SHOPIFY · SITE-BUILDING SERVICE

- Sells software, templates and infrastructure to merchants.
向商家出售软件、模板与基础设施。
- Earns subscriptions and service fees; owns no goods, no brand, no customer list.
赚订阅与服务费；不拥有商品、品牌或客户名单。
- Seeing a Shopify store, ask: who owns the brand and the list?
The merchant.
看到 Shopify 店，问品牌与名单归谁——归商家。

Same software can host very different businesses. Ownership, not appearance, defines the model.

同一套软件可以承载完全不同的生意；定义模式的是所有权，不是外观。

Who trades?

交易主体

B2B / B2C / C2C

Ownership

所有权

Platform / self-operated / hybrid

Breadth

品类宽度

Comprehensive / vertical

Device

设备

Mobile / PC

Scene

场景

Social / local / live-stream

Flow

流向

Export / import

One T-shirt bought from a self-operated brand's live room on a phone is B2C, mobile, social, live-stream and self-operated — five true tags, no conflict.

在手机上从自营品牌直播间买一件 T 恤，同时是 B2C、移动、社交、直播与自营——五个标签并不矛盾。

Mixed dimensions create fake questions.

“Is mobile ecommerce bigger than ecommerce?” compares a device with the whole — a subset with its set. Separate the dimensions first.

“移动电商是否比电商大？”拿设备与整体相比——子集与全集。先把维度分开。

WHAT IT IS

- Consumers sell to consumers through a platform.
消费者通过平台卖给消费者。
- eBay auctions; Poshmark (~20% per sale per the textbook); Mercari.
eBay 拍卖; Poshmark (教材称每笔约 20% 佣金) ; Mercari。
- The platform matches and charges, owns no goods.
平台撮合并收费, 不拥有商品。

LABELS EVOLVE

- eBay began as C2C; later it required business info from sellers and drifted to B2C.
eBay 起于 C2C; 后来要求个人卖家提供企业信息, 向 B2C 演变。
- Classification is descriptive; firms evolve and yesterday's label may not fit today.
分类是描述性的; 企业会演化, 昨天的标签今天未必合适。

C2C is a trading-party dimension, not a device or scene dimension.

C2C 是交易主体维度, 不是设备或场景维度。

TWO SHOPFRONTS, TWO MODELS

- Taobao mainly provides market space — sellers own the goods.
淘宝主要提供市场空间——卖家拥有商品。
- JD self-operates many items, hosts third parties and builds its own logistics.
京东自营大量商品，同时引入第三方，并自建物流。
- The difference: who owns the goods and answers for after-sales.
区别在谁拥有商品、谁负责售后。

THE TEST

- Who owns the goods before delivery?
交付前商品归谁？
- Who prices them?
谁定价？
- Who do you call for a refund?
退货找谁？

Appearance can match; ownership cannot be faked. Ask the three questions and the model is named.

Concepts used: platform, self-operated and hybrid models.

用到的概念：平台、自营与混合模式。

SHOPIFY SELLS TOOLS

- Storefront software, payments, app integrations.
店面软件、支付与应用集成。
- Income: subscriptions and services.
收入：订阅与服务费。
- Owns no goods, no brand, no customer list.
不拥有商品、品牌或客户名单。

SHEIN SELLS ITS BRAND

- Designs and sources its own label.
设计并采购自有品牌。
- Income: the product margin.
收入：商品差价。
- Owns positioning, pricing and the customer relationship.
拥有定位、定价与客户关系。

Two similar-looking websites can sit at opposite ends of the value chain.

看起来相似的店面，可能位于价值链的两端。

THE SETUP

One factory, one earphone model, five selling arrangements.

同一家工厂、同一款耳机、五种销售安排。

Fictional comparison for role identification. No real sales data is used.

THE QUESTION · 面临的问题

- The product is identical; the arrangements differ in goods ownership, brand ownership, traffic source, after-sales and income.
产品相同，安排在商品归属、品牌归属、流量来源、售后责任与收入方式上不同。
- Before quoting prices or duties, know which role you carry.
谈价格或责任前，先知道自己承担哪个角色。

We compare roles and obligations, not product quality. No real cost or sales data is used.

比较的是角色与义务，不是产品质量；不使用真实成本或销售数据。

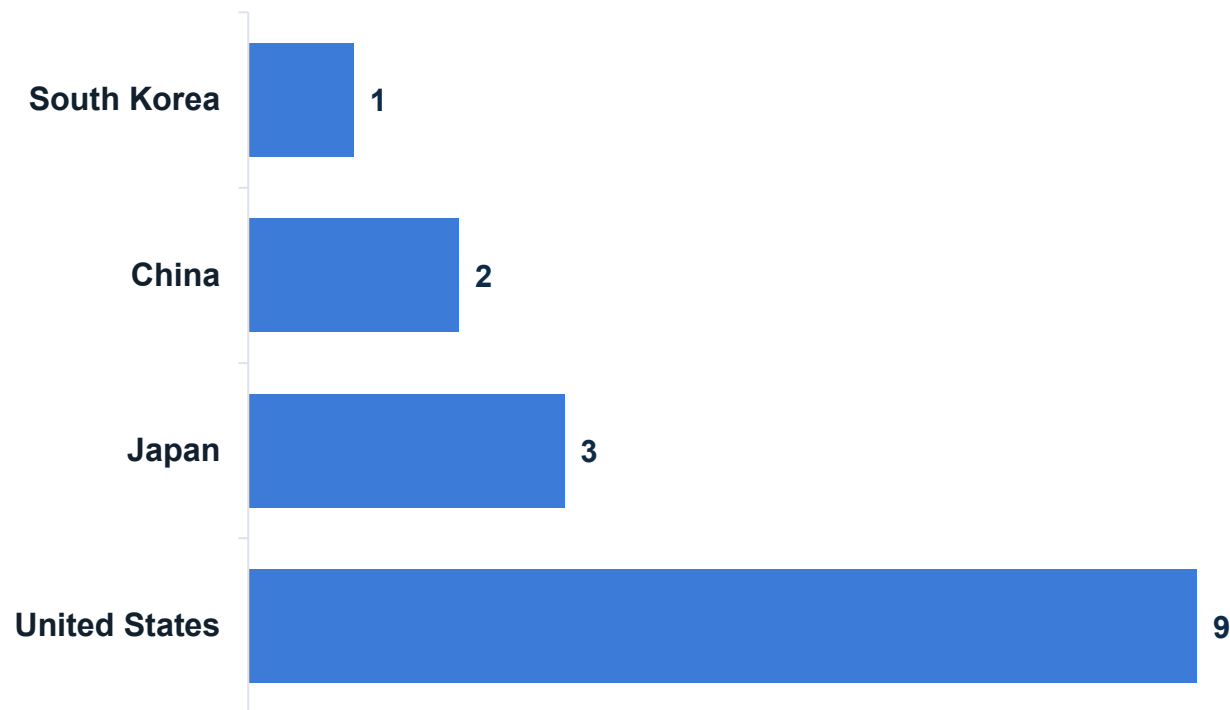
Arrangement 安排	Goods 商品	Brand 品牌	Traffic 流量	After-sales 售后
1 · Amazon 3P 亚马逊第三方	Seller 卖家	Seller (or licensed) 卖家/授权	Platform 平台	Seller 卖家
2 · JD self-operated 京东自营	JD 京东	Factory supplies 工厂供货	JD 京东	JD 京东
3 · SHEIN own brand SHEIN 品牌	SHEIN SHEIN	SHEIN SHEIN	SHEIN SHEIN	SHEIN SHEIN
4 · Shopify store Shopify 独立站	Merchant 商家	Merchant 商家	Merchant pays ads 商家自购	Merchant 商家
5 · TikTok live TikTok 直播	Host or brand 达人/品牌	Host or brand 达人/品牌	Platform feeds 平台分发	Host or brand 达人/品牌

The factory earns a making margin in 2 and 3; it earns a trading margin only when it becomes the seller in 1, 4 and 5.

工厂在安排 2、3 中赚制造利润；只有在 1、4、5 中成为卖家时才赚贸易差价。

- 1** Your margin follows your role, not your product.
利润取决于角色，而不是产品。
- 2** In 2 and 3 the factory avoids traffic and inventory risk — and gives up the customer.
在 2、3 中工厂避开流量与库存风险，也让出了客户。
- 3** In 4 and 5 the seller owns the customer — and pays for traffic and service.
在 4、5 中卖家拥有客户——也自付流量与服务。
- 4** Brand equity accumulates fastest in 3 and 4; that needs content, acquisition and retention skills.
品牌资产在 3、4 积累最快；需要内容、获客与留存能力。

Total ecommerce (B2B + B2C), USD trillion, 2020



括号内为占四国合计（约 15 万亿）比例：美 60% · 日 20% · 中 13% · 韩 7%。

HOW TO READ THIS

- Bar = total ecommerce incl. B2B — not a B2C ranking.
柱长 = 含 B2B 的电商总规模，非 B2C 排名。
- US total is driven by B2B ($\approx$ \$8.3 tn).
美国总量主要由 B2B 驱动（约 8.3 万亿）。
- China leads B2C (Table 2-1).
中国 B2C 第一（表 2-1）。

Brackets = share of the four-country total ($\approx$ \$15 tn), not of the world.

✗ *The platform is the seller.*
平台就是卖家。

✓ The platform gives space and rules; the seller owns the goods.
平台提供空间与规则；卖家拥有商品。

✗ *Self-operated means own warehouse.*
自营就是自建仓库。

✓ Self-operated means owning the goods and the sale; storage can be outsourced.
自营的核心是拥有商品与销售；仓储可外包。

✗ *Shopify is a brand.*
Shopify 是一个品牌。

✓ Shopify sells software; brand and customer list belong to the merchant.
Shopify 出售软件；品牌与客户名单归商家。

✗ *Mobile or social is a fourth type.*
移动或社交电商是第四种类型。

✓ They are device and scene dimensions, stacked on B2B, B2C or C2C.
它们是设备与场景维度，可叠加于 B2B/B2C/C2C。

✗ *A branded-looking site is DTC.*
店铺看起来有品牌就是 DTC。

✓ Looks are not ownership; check who owns goods, data and pricing.
外观不等于所有权；要看谁拥有商品、数据与定价。

✗ *C2C and B2C are fixed labels.*
C2C 与 B2C 是固定标签。

✓ Firms evolve: eBay began C2C, then asked sellers for business info.
企业会演化；eBay 起于 C2C，后要求卖家提供企业信息。

B2C

企业对消费者

Business sells to end consumers.

Direct seller

直接销售

Buys or makes, sells direct.

Online intermediary

线上中介

Matches parties; owns no goods; takes commission.

Self-operated

自营

Retailer buys stock, bears inventory and after-sales.

Hybrid model

混合模式

One platform runs own retail plus a market.

DTC

直面消费者

Brand sells via own channels, owns data.

Site-building service

建站服务

Sells software and templates for shops.

C2C

消费者对消费者

Consumers trade via a platform.

Dimension

维度

An independent standard for classifying.

After-sales obligation

售后义务

Duty for returns, repairs and disputes.

Q1 A factory with no marketing team — which role should it take first?
没有营销团队的工厂应先承担哪个角色？为什么？

Q2 Why can two identical-looking shops run opposite economics?
为什么两家店看起来一样，经济账却相反？

Q3 Is live-streaming on a platform “private domain”? Use dimension tags.
平台上的直播是私域吗？用维度标签解释。

Q4 Pick a shop you know; tag it on four dimensions. Which tag best explains its price?
选一家你熟悉的店，在四个维度上贴标签。哪个标签最能解释它的价格？

4 min

Draw four columns

画四列

Goods · brand · traffic · after-sales.

商品·品牌·流量·售后。

4 min

Fill five arrangements

填五种安排

Use the earphone case rows.

按耳机案例的五种安排填写。

2 min

Add dimension tags

贴维度标签

At least four tags per arrangement.

每种安排至少四个维度标签。

2 min

Pick the brand-builder

选品牌积累者

Name one capability it requires.

说出一项所需能力。

Output: a completed role table and dimension tags for five arrangements.

学生产出：完成的角色表与五种安排的维度标签。

1. The clearest test of platform vs self-operated is...

判断平台与自营最清楚的检验是.....

- who designs the page
- who owns the goods
- who ships faster
- who has more users

2. JD runs own retail plus a third-party market. JD is...

京东既做自营又引入第三方，属于.....

- a pure platform
- self-operated only
- a hybrid model
- C2C

3. Shopify earns mainly by...

Shopify 主要通过.....赚钱

- product margin
- subscriptions and services
- selling its own brand
- commission on sales

4. In which arrangement does the factory keep brand and customer data?

哪种安排中工厂保留品牌与客户数据？

- JD self-operated buy
- SHEIN own brand
- Amazon 3P shop
- TikTok live as supplier

5. “Is mobile ecommerce bigger than ecommerce?” fails because...

“移动电商是否比电商大”是伪问题，因为.....

- mobile data is secret
- a device is compared with the whole
- mobile is only C2C
- ecommerce excludes mobile

- 1** Five operating forms describe how a business runs; real shops mix them.
五种运作形式描述经营方式；真实店铺常混合使用。
- 2** Goods ownership separates platform, self-operated and hybrid; it also sets pricing and after-sales duty.
商品归属区分平台、自营与混合，也决定定价与售后责任。
- 3** SHEIN is a brand and retailer; Shopify sells the software. Same look, different business.
SHEIN 是品牌与零售商；Shopify 卖软件。店面相似，生意不同。
- 4** One order can carry many dimension tags; mixing dimensions creates fake questions.
一笔交易可有多维度标签；混用维度会产生伪问题。

Source 来源 名称	Used for 用途 内容	Ref 编号 引用
Textbook §2.2.1, §2.2.4, §2.3.4, §2.4; Fig. 2-3; Table 2-1 教材	Definition, five forms, B2C vs B2B, C2C, scale data 定义、五种形式、区别、C2C、规模数据	SRC-002
UNCTAD 2021 via textbook Fig. 2-7 UNCTAD 转引	Economies total ecommerce 2020 (illustrative) 经济体电商总规模 2020 (约数)	SRC-016
JD & Shopify official pages 京东/Shopify 官网	Hybrid model and site-building service cases 混合模式与建站服务案例	SRC-085–088
Course teaching case (fictional) 教学案例	Earphone five arrangements; no real data 耳机五种安排，非真实	Original

Figures are textbook-cited approximations; platform terms follow the official current pages.

数字为教材转引约数；平台条款以官方当前页面为准。

Lesson 6 complete

Five forms · ownership · brand vs tool · dimensions · C2C

Next: Lesson 7 — turning the ecosystem map into a six-step order flow, with money and goods on different clocks.

下一课：第 7 课——把生态图变成六步订单流程，货与钱各走各的钟。